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STRATEGIC PLANNING IN ARL LIBRARIES

Traditional planning encompasses operational planning, project proposals, budget planning, long-range planning and personnel planning. Strategic planning, however, attempts to go beyond the more familiar planning efforts to redefine and focus on the basic nature of the institution. Strategic Planning in ARL Libraries (SPEC Kit/Flyer #108) looks at this planning approach, based on phone interviews and documents from 30 members of the Association of Research Libraries.

What is different about strategic planning is the deliberate attempt to concentrate resources in those areas which can made a substantial difference in future performance and capabilities. Thus strategic planning is more a frame of reference and a way of thinking than a set of procedures. The expectation with strategic planning is that if a library can choose areas in which it has an advantage and concentrate its resources in those areas, it can achieve excellence beyond what the size or resources of the university would apparently allow.

Most of the documents in the kit are descriptive of library strengths and weaknesses. They contain considerable speculation about the future prospects of research libraries, and they attempt to anticipate trends in information technology, especially as they affect the generation and use of scholarly information.

The kit is available for \$20 (prepaid) from the SPEC Center, Office of Management Studies, Association of Research Libraries, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036.